

Canada Border Services Agency (CBSA)

MAF 2016-17 **Organizational Context** for Part 1 of CBSA's Departmental Report

The Canada Border Services Agency (CBSA) provides integrated border services that support national security priorities and facilitate the flow of people and goods across the border.

During the Management Accountability Framework (MAF) 2016-17 assessment period, CBSA continued its efforts to modernize its border infrastructure and processes, and maintain the movement of people and goods to and from Canada. CBSA continues to see a high level of program activity, as the Agency plays a significant operational role for several other departments in implementing a number of key Government priorities, including: the processing of more permanent residents to meet the Government's immigration commitment; enhancing security screening in order to limit the movement of contraband across the border; and, managing increased volumes at large Ports of Entry. In addition, CBSA made significant investments in its real property, upgrading or replacing aging and out-dated facilities and commencing work on new detention facilities in Quebec and British Columbia.

During the 2016-17 assessment, CBSA faced challenges managing its financial pressures. Although new financial controls were implemented during the last assessment cycle and the Agency took steps to manage discretionary spending, CBSA was not able to manage its expenditures within its allotted authorities. Additional work is required to improve CBSA's financial system to ensure relevant information is available in a timely fashion, to support resource allocation decisions. In the coming year, CBSA will be completing a comprehensive resource review to ensure that its resources are aligned with its mandate, activities and level of service to ensure financial sustainability going forward. This could include examining its funding model and revenue generation alternatives.

A key priority for CBSA over this period has been completing a large number of transformational projects in support of the Government's national security and trade agenda. In 2014-15, CBSA revised its project management processes and governance structures to address challenges managing complex IT projects. Since then, while there are indications of improved performance in some areas (e.g. the successful implementation of Account Revenue Ledger project), additional time is required for the changes to demonstrate results across the portfolio of IT projects. A fall 2016 Auditor General Report on the Beyond the Border Initiative found weakness in CBSA's financial and performance reporting on the key IT projects. In the coming year, CBSA will work to improve its reporting as it moves to complete these projects.

CBSA operates within a complex labour environment and ~~continues to face~~faces challenges ~~related to the management of its workforce.~~ CBSA is being asked to support multiple Government priorities which is ~~increasing~~put increased demand for Border Service Officers. CBSA has encountered ~~difficulty in recruiting and generating new border on its services officers to manage.~~ In 2016-2017, CBSA consolidated its operational pressures, as well as managing labour accommodation challenges, which has resulted in the significant recruitment and staffing functions while developing a targeted approach to strengthen frontline capacity and reduce the use of overtime. While theThe Agency

has invested significant time and effort to address ~~these~~ its workforce management challenges and has developed a People Management Strategy, which is in the ~~process of being implemented~~, ~~additional time is needed to have the Strategy be fully integrated across the Agency~~ second year of its planned three year implementation schedule.

During the 2016-17 assessment period, CBSA experienced notable senior management changes, with the appointment of John Ossowski as the new President in December 2016 and Tina Namiesniowski as the new Executive Vice President in October 2016. In addition, its Chief Audit Executive retired and the position is in the process of being filled.

For the 2016-17 MAF cycle, CBSA was assessed on the four core Areas of Management (AoM): Financial Management; People Management; Information Management and Information Technology (IM/IT) Management; and, Management of Integrated Risk, Planning and Performance. CBSA was also assessed on three department-specific AoMs: Management of Acquired Services and Assets; Security Management; and, Service Management.



Canada Border Services Agency
Agence des services frontaliers du Canada

PRESIDENT'S OFFICE

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CBSA/ASFC-17-00624

AGENCE DES SERVICES

ROUTING SLIP/BORDEREAU D'ACHEMINEMENT

BUREAU DU PRÉSIDENT ACTION REQUIRED/ MESURE REQUISE			
Name and Telephone Number/ Nom et numéro de téléphone	Initials and date/ Initiales et date	Action	Information
President/Président John Ossowski	<i>JO</i> FEB 16 2017	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Executive Vice-President/ Première vice-présidente Tina Namiesniowski		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Vice-President/ Vice-président Jean-Stéphhen Piché	<i>JS</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Director General/ Directrice générale Mélanie Larocque Tel. /Tél. : 948-9863	<i>ML</i> Feb. 16 2017		
Director/Directeur Martin Sheehan Tel. /Tél. : 948-3148	<i>MS</i> Feb 16/2017		
<p>Subject/Objet: Management Accountability Framework (MAF) 2016-2017 – Organizational Context Action/Mesure: For Approval BF/AR: February 16, 2017</p> <p>As previously discussed, we are proposing changes to the Organizational Context that the Treasury Board of Canada Secretariat (TBS) intends to issue along with the final 2016-17 MAF results. The deadline to submit changes is February 16, 2017. You will find attached the Organizational Context with track changes that shows the proposed changes. Also included is a rationale for the proposed changes to the paragraph about CBSA's People Management. Upon your approval, we will submit both documents to TBS.</p> <p><u>Attachments:</u></p> <ul style="list-style-type: none"> Organizational Context with proposed changes Rationale for Proposed Draft Organizational Context 			

Canada

2016-2017 MAF People Management Component Rationale for Proposed Draft Organizational Context

TBS Draft MAF 2016-2017 Organizational Context for the CBSA	Considerations	Proposed Organization Context for the CBSA
<p>“CBSA operates within a complex labour environment and continues to face challenges related to the management of its workforce. CBSA is being asked to support multiple Government priorities which is increasing demand for Border Service Officers. CBSA has encountered difficulty in recruiting and generating new border services officers to manage its operational pressures, as well as managing labour accommodation challenges, which has resulted in the significant use of overtime. While the Agency has invested significant time and effort to address these challenges and has developed a People Management Strategy, which is in the process of being implemented, additional time is needed to have the Strategy be fully integrated across the Agency.”</p>	<p>No information was requested by TBS as part of the 2016-17 MAF exercise to develop the organizational context.</p> <p>We confirmed verbally with TBS that TBS developed the organisational context based on information provided by the CBSA in support of Treasury Board submissions or other TBS processes.</p>	<p>CBSA operates within a complex labour environment and faces challenges. CBSA is being asked to support multiple Government priorities which put increased demand on its services. In 2016-2017, CBSA consolidated its recruitment and staffing functions while developing a targeted approach to strengthen frontline capacity and reduce the use of overtime. The Agency has invested significant time and effort to address its workforce management challenges and has developed a People Management Strategy, which is in the second year of its planned three year implementation schedule.</p> <p><i>Note that the BSO job title is inconsistently presented in the TBS context piece. “Border Services Officer” is the correct title.</i></p> <p style="text-align: center;">Evidences to Support the Proposed Organisational Context</p> <p>The TBS statement (highlighted in yellow for reference) that the CBSA has encountered difficulty in recruiting and generating new BSOs is incorrect. Applicant numbers have remained at a consistently high level and recruitment efforts have produced the agency-approved number of candidates (or higher) every year for the past 4 years, 2016-17 being no exception.</p> <p>The following are some informational and statistical bullets that support this position:</p> <ul style="list-style-type: none"> • The CBSA receives approximately 10,000 job applications each year for the BSO position. • Historically, an average of 5% of all candidates who apply to become a BSO are successful through the recruitment process. • This is on par with other federal law enforcement partners recruitment results - based on discussions with the RCMP, their success rate is 5% • In 2015-16, the CBSA BSO recruitment program was viewed as a best practice by federal law enforcement and security partners and was used as a benchmark by the RCMP as they revamp their recruitment and training programs. • The current Agency-approved BSO hiring baseline is 288 per year to meet basic attrition, with flexibility to recruit additional officers if required by specific initiatives. The recruitment baseline is reviewed on a regular basis to ensure that it meets the need. <p>For 2016-2017, the recruitment target into the CBSA College was 295 which includes baseline and new initiative BSO requirements</p> <ul style="list-style-type: none"> • 328 new recruits began the online training portion of OITP. • 290 officer trainees have entered the workforce at Ports of Entry across the country. <p>In 2016-2017, efforts to attract the ideal candidates included:</p> <ul style="list-style-type: none"> • Implementation of year 2 of three year outreach strategy with identified targets. • The agency attended 170 recruitment/outreach events in 2016-17. • Production and release of promotional video via website and social media to promote the BSO job. <p>Efficiencies to the recruitment process that were implemented in 2016-17 include:</p> <ul style="list-style-type: none"> • Updated standardized testing requirements based on the education level of applicant. • Student BSO streamlined recruitment process. • Development of new entrance exam and review of interview ongoing methodology to further increase quality and quantity of candidates, while reducing costs.